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Part VII
Public information

Section 28
Public information

(Programme 23 of the medium-term plan for the period 2002-2005)**

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* The approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 6* (A/58/6/Rev.1).

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Part VII
Public information

Section 28
Public information

(Programme 23 of the medium-term plan for the period 2002-2005)

Overview

28.1 The Department of Public Information is responsible for implementing the programme of activities under this section. These activities are carried out at Headquarters in New York and through the worldwide network of United Nations information centres and services. The programme is guided by the General Assembly and its subsidiary organ, the Committee on Information.

28.2 Pursuant to General Assembly resolution 56/253 of 24 December 2001, a comprehensive review of the Department of Public Information was undertaken in 2002. The initial results of the review were submitted to the Committee on Information (see A/AC.198/2002/2). Subsequently, a final report on the review was submitted to the General Assembly at its fifty-seventh session as part of the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change" (A/57/387 and Corr.1). Guided by the reform efforts of the Secretary-General, the comprehensive review served to align the Department's core competencies with the long list of mandates it carries out.

28.3 The overarching mandate of the Department, which dates back to General Assembly resolution 13 (I) of 13 February 1946, is to increase awareness and understanding of the work and purposes of the United Nations among peoples of the world. However, the comprehensive review found that the Department as a whole suffered from a fragmentation of its efforts as a result of its having too many mandates and missions. To help clarify the goals and purposes of the Department and to enhance its overall effectiveness and efficiency, a new mission statement has been formulated, as follows:

> "The Department of Public Information's mission is to help fulfil the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact."

28.4 In adhering to its renewed mission, the Department will be guided by the priorities laid down by the General Assembly. Its core message, with the Millennium Declaration (see resolution 55/2) as its main guide, will focus on the eradication of poverty, conflict prevention, sustainable development, human rights, the HIV/AIDS epidemic, the battle against international terrorism and the needs of the African continent (see resolution 57/130 B).

28.5 A new operating model has been created in order for the Department to realize its mission. It is based on a clear conception of the Department's role and an elaboration of its functions in a manner that emphasizes current communication challenges along with the provision of expected services to Member States. This model further recognizes that content is generated by the other departments and offices of the Secretariat and organizations of the United Nations system, while the coordination and refinement of content, as well as its presentation and distribution, are the responsibility of the Department, working in close cooperation with the media, Member States and civil society partners.

28.6 The operating model aims to improve the Department's ability to deliver effective and targeted information programmes. As a result, a new organizational structure has been put into effect, as described below.

28.7 The Strategic Communications Division has been established to devise and disseminate United Nations messages centred on priority themes with the aim of broadening understanding of and support for the work of the United Nations. To this end it has been enhanced by the inclusion of the network of United Nations information centres and services, as well as the Africa Section.

28.8 The central objective of the News and Media Division is the delivery of timely, accurate, objective and balanced news and information to the media and other audiences worldwide. It has been strengthened through the creation of the Internet Service, which covers United Nations web-site activities and news services.

28.9 The Outreach Division will provide information to stimulate opinion and debate through outreach efforts targeted directly to the public in alliance with key partners, including non-governmental organizations, academic institutions and other representatives of civil society. Emphasis will be placed on educational outreach and strengthening relationships with the academic community. Through the Dag Hammarskjöld Library, the Division provides library products and services for use by permanent missions of Member States, the Secretariat, researchers and depository libraries worldwide.

28.10 The transformation of the Department of Public Information, as envisaged in the report of the Secretary-General (A/57/387 and Corr.1), will ensure that the United Nations has an effective communication mechanism in place to tell its story and thus gain the public support that is essential for strengthening the Organization. The General Assembly, in its resolution 57/300 of 20 December 2002, reaffirmed the role of the Committee on Information in guiding the process of restructuring the Department, and invited the Committee to engage actively in that process. The guidance of the Committee on Information is being sought during its twenty-fifth session with regard to the new subprogramme structure and the related programme of work outlined in the proposed programme budget, and the concurrence of the Committee for Programme and Coordination at its forty-third session will also be sought for appropriate recommendation to the General Assembly.

28.11 The United Nations information centres, the United Nations information services and the information components of the United Nations field offices serve as branch offices of the Department. As such, they are integral to the implementation of the Department's strategies and the work of its divisions in reaching key constituencies at the local level. The Department is developing an action plan to implement the proposal of the Secretary-General, of which the General Assembly took note in its resolution 57/300, to rationalize the network of United Nations information centres around regional hubs, starting with the creation of a regional hub in Western Europe. This new operating concept will also be aimed at achieving a better distribution of resources to information centres in developing countries and the redeployment of resources to other high-priority activities, such as advancing multilingualism on the United Nations web site and the systematic evaluation of the impact of major product and service lines, in accordance with results-based management — activities that have been strongly supported by Member States but for which resources are not available.

28.12 The Department will enhance its capacity to respond to unpredictable and fast-moving events around the world by providing information services to the media, Member States, non-governmental organizations and the public on United Nations actions in connection with these critical situations. Its expertise will be strengthened through cooperation with relevant substantive Secretariat departments and offices and organizations of the United Nations system. It will

continue to disseminate the United Nations message through traditional means of communication as well as new technologies.

28.13 As part of the effort to focus on core competencies, the Cartographic Section is being transferred to the Department of Peacekeeping Operations. The Secretary-General proposed the transfer in his report, since a significant portion of the Section's work consists of the production of cartographic products and geographical information services in response to the requirements of the Security Council during its deliberations on peacekeeping operations. The General Assembly, in its resolution 57/300, noted the proposal of the Secretary-General and decided to consider the matter in the context of the proposed programme budget for the biennium 2004-2005. Accordingly, the outward redeployment of six posts (1 P-5, 3 P-3, 1 P-2 and 1 General Service) is proposed for the biennium.

28.14 The guided tours and briefing programmes in New York, Geneva and Vienna, providing services for a total of approximately 1.4 million visitors per biennium, are addressed in income section 3, Services to the public, of the proposed programme budget for the biennium 2004-2005, as are the sales of United Nations publications.

28.15 The Department's expected accomplishments and indicators of achievement for the biennium 2004-2005 are detailed, together with the required resources, under the programme of work, as well as under executive direction and management. The overall framework of these expected accomplishments and indicators of achievement is shown in table 28.1.

Table 28.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	4	4
B. Programme of work		
Subprogramme 1. Strategic communication services	3	3
Subprogramme 2. News services	1	1
Subprogramme 3. Library services	2	2
Subprogramme 4. Outreach services	1	1
Subtotal B	7	7
C. Programme support	-	-
Total	**11**	**11**

28.16 The overall resource requirements foreseen in the context of the budget outline for the biennium 2004-2005 reflect a net growth of 2.0 per cent, or $3,030,500, compared with the revised appropriation for 2002-2003. The changes in the level of resource requirements for the Department reflect the effect of:

(a) Requirements for five special meetings and conferences scheduled to be held in 2004-2005 ($1,339,500) and the delayed impact of the 19 new posts (in connection with the radio pilot project, etc.) approved in 2002-2003 ($1,669,000);

(b) A reduction in requirements due to the discontinuation of the non-recurrent outputs of the biennium 2002-2003, including special conferences ($1,005,700); and the outward transfer of the Cartographic Section to the Department of Peacekeeping Operations ($1,282,400);

(c) A net increase of $2,320,100 in resources related to a series of increases and decreases resulting from a review of requirements under the programmes of activity in the light of past expenditures and anticipated future needs.

28.17 The present proposal does not include requirements for the modernization of the television and radio facilities, including the upgrading of the existing analog system and switching it to a digital system. Such capital items are included under section 33, Construction, alteration, improvement and major maintenance, of the proposed programme budget for the biennium 2004-2005.

28.18 An amount of $6,155,500 in extrabudgetary resources will be used to supplement the regular budget resources for the purpose of carrying out information outreach and promotional activities at Headquarters and in the field, including the production of the twice-monthly publication *United Nations Development Business*.

28.19 For the purpose of presenting the proposed programme budget of the Department of Public Information in the standard format, the organizational units of the Department are broadly grouped under the four subprogrammes, as indicated in table 28.2.

Table 28.2 **Organizational units responsible for carrying out the programme of work**

Subprogramme	*Responsible entity*
1. Strategic communication services (formerly Promotional services)	Strategic Communications Division, including information activities on Palestine and United Nations information centres and services and information components of the United Nations offices
2. News services (formerly Information services)	Office of the Spokesman for the Secretary-General and News and Media Division
3. Library services	Dag Hammarskjöld Library
4. Outreach services (formerly Publication services)	Publications Board secretariat and Civil Society Service

28.20 The issue of publications as a part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as shown in table 28.3 and as described in the output information for each subprogramme.

Table 28.3 **Summary of publications**

Publications	*2000-2001 actual*	*2002-2003 estimate*	*2004-2005 estimate*
Recurrent	46	100	124
Non-recurrent	21	4	1
Total	**67**	**104**	**125**

28.21 The estimated percentage distribution of resources under this section is as shown in table 28.4.

Table 28.4 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	1.7	-
B. Programme of work		
Subprogramme 1. Strategic communication services	36.7	35.5
Subprogramme 2. News services	36.0	18.3
Subprogramme 3. Library services	14.2	-
Subprogramme 4. Outreach services	6.7	46.2
Special conferences	0.9	
Subtotal B	**94.5**	**100.0**
C. Programme support	3.8	-
Total	**100.0**	**100.0**

28.22 The distribution of resource requirements is summarized in tables 28.5 and 28.6.

Table 28.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
A. Executive direction and Management	4 172.5	2 600.9	4.4	0.1	2 605.3	188.7	2 794.0
B. Programme of work	130 973.4	138 817.6	2 999.4	2.1	141 817.0	8 150.0	149 967.0
C. Programme support	5 990.3	5 689.1	26.7	0.4	5 715.8	325.2	6 041.0
Total	**141 136.2**	**147 107.6**	**3 030.5**	**2.0**	**150 138.1**	**8 663.9**	**158 802.0**

(2) *Extrabudgetary*

	2000-2001 expenditure	*2002-2003 estimate*	*2004-2005 estimate*
Total	**7 471.1**	**6 971.6**	**6 155.5**
Total (1) and (2)	**148 607.3**	**154 079.2**	**164 957.5**

Table 28.6 **Post requirements**

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005
Professional and above								
USG	1	1	-	-	-	-	1	1
D-2	4	4	-	-	-	-	4	4
D-1	20	20	-	-	-	-	20	20
P-5	38	37	-	-	-	-	38	37
P-4/3	156	153	-	-	4	4	160	157
P-2/1	61	60	-	-	-	-	61	60
Subtotal	**280**	**275**	**-**	**-**	**4**	**4**	**284**	**279**
General Service								
Principal level	8	10	-	-	-	-	8	10
Other level	231	235	-	-	10	10	241	245
Subtotal	**239**	**245**	**-**	**-**	**10**	**10**	**249**	**255**
Other categories								
Local level	191	184	-	-	-	-	191	184
Field Service	44	44	-	-	-	-	44	44
Subtotal	**235**	**228**	**-**	**-**	**-**	**-**	**235**	**228**
Total	**754**	**748**	**-**	**-**	**14**	**14**	**768**	**762**

A. Executive direction and management

Resource requirements (before recosting): $2,605,300

28.23 The Under-Secretary-General for Communications and Public Information is responsible for the overall direction and strategic management of United Nations communications and public information, both at Headquarters and in the field. The Under-Secretary-General establishes departmental policies and guidelines, deals with specific policy and management issues and problems and is responsible for the administrative, financial and personnel management of the Department. The Under-Secretary-General is responsible for directing policy related to the committee liaison functions performed by the Department, with regard to both intergovernmental bodies (e.g., the Committee on Information) and the system-wide United Nations Communications Group. The Under-Secretary-General also serves as coordinator for questions relating to multilingualism throughout the Secretariat.

28.24 The Under-Secretary-General assesses and reports on the programme performance of the Department through the Evaluation and Communications Research Unit. With greater emphasis being placed on performance management, the Unit is responsible for the implementation of an annual programme impact review, assisting programme managers in complying with results-based management and providing technical support to staff in assessing media coverage and target audience needs.

Table 28.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To support the work of the Secretary-General and the substantive purposes of the United Nations by engaging in strategic communication on the activities and concerns of the Organization to achieve the greatest public impact.

Expected accomplishments	*Indicators of achievement*
(a) Satisfaction of Member States and United Nations system partners with the work of the Department	(a) Level of feedback from Member States and United Nations system partners, received through formal channels, indicating that the Department effectively communicates the activities and concerns of the Organization *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 55 per cent positive feedback Target 2004-2005: 65 per cent positive feedback
(b) Improved external communications and media relations of the United Nations	(b) Increase in media awareness and in positive reporting in connection with the media work undertaken by the Under-Secretary-General
(c) A strengthened culture of communication and coordination within the Secretariat and among United Nations system partners	(c) Increased number of joint and/or coordinated activities with United Nations Communications Group member organizations *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 3 joint projects Target 2004-2005: 5 joint projects
(d) Enhanced impact through an effective management culture	The number of programme managers who use the performance management process for designing programmes and adopting best practices

External factors

28.25 The Office of the Under-Secretary-General is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Intergovernmental bodies and United Nations system organizations continue to support the Department's work;

(b) Political and other developments do not adversely affect media coverage and the delivery of planned activities.

Table 28.8 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 445.4	2 445.4	12	12
Non-post	155.5	159.9	-	-
Total	**2 600.9**	**2 605.3**	**12**	**12**

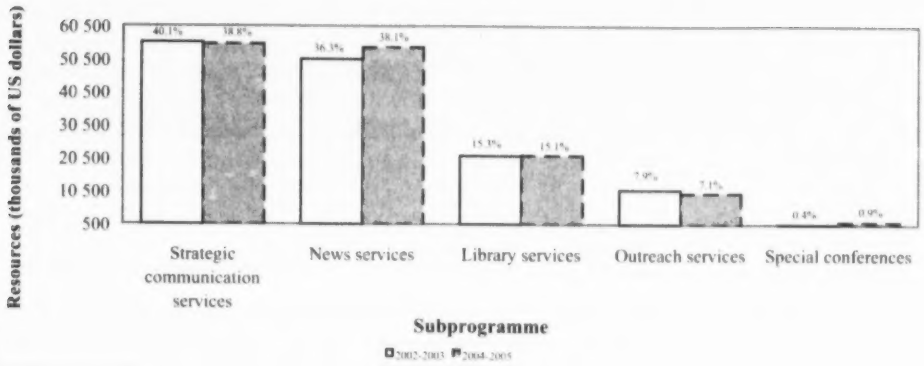
28.26 The amount of $2,605,300 provides for: (a) the continuation of six posts in the Professional category and six General Service (Other level) posts; and (b) non-post resources to support the Office. The overall increase in resources, amounting to $4,400, reflects the net increases in other staff costs ($8,400) to monitor the media and to evaluate the effectiveness of the Department's activities and outputs, partially offset by a reduction in contractual services ($4,000).

B. Programme of work

Table 28.9 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
1. Strategic communication services	55 603.3	55 056.2	361	354
2. News services	50 449.9	54 079.0	191	198
3. Library services	21 211.4	21 351.0	114	114
4. Outreach services	10 951.0	9 991.3	54	48
Special conferences	602.0	1 339.5	-	-
Total	**138 817.6**	**141 817.0**	**720**	**714**
Extrabudgetary	6 971.6	6 155.5	14	14

Regular budget resource requirements by subprogramme



28.27 The activities of the organizational units that provide support in carrying out the public information programme under subprogramme 1, Strategic communication services, subprogramme 2, News services, subprogramme 3, Library services, and subprogramme 4, Outreach services, are included under the respective subprogramme.

Subprogramme 1
Strategic communication services

Resource requirements (before recosting): $55,056,200

28.28 Subprogramme 1 will be implemented by the Strategic Communications Division, which includes the Committee Liaison Unit, the Communications Campaigns Service, the Information Centres Service and the global network of United Nations information centres, United Nations information services and information components of United Nations offices.

28.29 The Strategic Communications Division has been established to devise and disseminate United Nations messages centred on main themes, particularly the priorities outlined by the General Assembly and established by the Secretary-General. The Division develops communication strategies, in close collaboration with the substantive departments, the United Nations funds and programmes and the organizations of the United Nations system, to promote the work of the United Nations on priority issues, using the Millennium Declaration as its guide.

28.30 These messages will be strategically conveyed to the public around the world through proactive relations with the media and other key intermediaries. Under the guidance of the Information Centres Service at Headquarters, the United Nations information centres and services and the information components of United Nations offices will work through local intermediaries to adapt this substantive content to their audiences, giving a local voice to global United Nations messages. The information components of peace missions will also carry these messages.

28.31 With a view to enhancing the capacity of the Organization to better inform peoples in all parts of the world about the United Nations, existing resources will be redirected to regional information hubs in strategic locations. In that context, plans are being developed to consolidate public information outreach to the member States of the European Union through the creation of a Western European information hub and closing of the nine centres located in those States. This

proposal does not include the United Nations Information Services in Geneva and Vienna, as they perform functions essential to the work of the United Nations offices in those cities.

28.32 The United Nations Information Service at Geneva provides strategic communication and public information support to the Office of the Director-General of the United Nations Office at Geneva, the Office of the United Nations High Commissioner for Human Rights, the Conference on Disarmament, the Economic Commission for Europe and the United Nations Conference on Trade and Development. The United Nations Information Service at Vienna provides strategic communications and public information support to the Office of the Director-General of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, the International Narcotics Control Board, the Office for Outer Space Affairs and the International Trade Law Branch.

28.33 The new operating concept for the information centres, with the consolidation of the information centres in Western Europe, would release staff and financial resources for redeployment to activities of higher priority, including those of information centres in developing countries, in accordance with General Assembly resolution 57/130 B of 11 December 2002. In particular, the centres in Africa and the Middle East would see an increase in resources, enabling them to deliver more effective and targeted programmes at a crucial time.

28.34 In its resolution 57/7 of 4 November 2002, the General Assembly called upon the United Nations to strengthen its advocacy role and public information activities in support of Africa's development. The Africa Section will promote awareness among opinion leaders in Africa and in the international community of the nature of the critical economic and social situation in Africa and of the domestic and international efforts required for recovery and development. It will produce a range of information materials and activities, including *Africa Recovery*, the resources for which are reflected in section 11, Africa: New Agenda for Development, of the proposed programme budget for the biennium 2004-2005, and will ensure their dissemination to a diverse public as well as to target groups such as parliamentarians, policy makers and civil society.

Table 28.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To broaden understanding of and support for the work of the United Nations on priority issues through strategic communications.

Expected accomplishments	*Indicators of achievement*
(a) Successful collaboration with client departments to develop communication strategies on priority issues	(a) Percentage of clients that indicate satisfactory collaboration *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 65 per cent Target 2004-2005: 70 per cent

(b) Increased awareness of key thematic issues among target audiences through the implementation of communication strategies on those issues	(b) Percentage of target audiences indicating increased awareness *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 60 per cent Target 2004-2005: 70 per cent
(c) Increased utility of materials on priority issues that meet the needs of targeted media	(c) Percentage of media outlets that indicate satisfaction with materials produced in support of communication strategies *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 50 per cent Target 2004-2005: 60 per cent

External factors

28.35 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Client departments provide the required substantive input;

(b) Institutions of civil society, redisseminators and other partners are able to participate in collaborative efforts of the United Nations, including at the local level;

(c) Political and other developments do not adversely affect the delivery of planned activities.

Outputs

28.36 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: substantive servicing of the two-week annual session of the Committee on Information and of the Special Political and Decolonization Committee (Fourth Committee) of the General Assembly during its annual consideration of the agenda item on questions relating to information;

(ii) Parliamentary documentation: input to reports on public information activities related to human rights to the General Assembly, the Economic and Social Council and the Commission on Human Rights and inputs to various substantive reports to be submitted to the subsidiary bodies of the Assembly and the Council on public information activities carried out by the Department, including the United Nations information centres, services and offices, pursuant to the mandates established by the General Assembly; and preparation of reports and inputs to the annual report on activities relating to information submitted to the Fourth Committee, the Committee on Information, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People;

(b) Other substantive activities:

(i) Recurrent publications:

a. Background note on peacekeeping operations;

b. *The United Nations and the question of Palestine* (in 6 official languages);

(ii) Exhibits and lectures: organization of lectures, briefings, seminars and video screenings on United Nations issues and themes for government officials, representatives of the media, non-governmental organizations and educational institutions and other audiences, including exhibits at the national level, and response to public and media requests for information on United Nations priority thematic issues;

(iii) Booklets, fact sheets, wall charts and information kits:

a. Development and dissemination of information materials designed for media outreach and for a general audience for distribution in the official United Nations languages and, through the network of United Nations information centres and services and United Nations offices, in local languages;

b. Production of manuals, guidelines, reference tools and other materials to assist the work of staff in the United Nations information centres and services and United Nations offices, including the United Nations Information Centre Manual and Directory;

(iv) Press releases, press conferences and briefings:

a. Development of media outreach programmes, including soliciting media interviews and writing/placing opinion articles on thematic issues;

b. Development of the logistical plans for media coverage of major global conferences and summits, representation on behalf of the Department in on-site planning missions, negotiations with the host Government and the interdepartmental planning task force and visits of the Secretary-General and other senior United Nations officials;

c. Organization and promotion of press conferences, briefings, round tables and panel discussions at the international, regional and national levels as part of a communication strategy to publicize United Nations events, publications and reports, to explain the outcome of negotiations or other United Nations activities on thematic issues and to assist organizations of the United Nations system with their information outreach programmes;

d. Regular and ad hoc monitoring of local media and transmission to Headquarters of articles or summaries of articles and daily and/or weekly press reviews featuring major United Nations issues;

(v) Special events:

a. Development of strategic outreach activities, events and conferences to promote a specific priority issue or special observance of the United Nations and to strengthen partnerships between the United Nations and the media, civil society and other advocates at the international and national levels;

b. Educational programmes at the national level, such as Model United Nations conferences or support in the development of curricula on the United Nations;

(vi) Advisory services: development of strategic communication advice and planning tools for peace missions to assist their information components in the formulation of information strategies; and participation in and organization of task forces and seminars pertaining to the informational work of peace missions;

(vii) Electronic and audio-visual issuances:

a. Development and maintenance of web sites, including the United Nations information centres web page on the United Nations web site and those in local languages, by the United Nations information centres and services and United Nations offices;

b. Development of information on priority thematic issues and maintenance of electronic lists of selected international media to enable strategic targeting via mailings, electronic mail, faxes and personal contacts to inform journalists about the work of the United Nations on priority thematic issues;

c. Strategic analysis and assessment of global communication programmes through targeted media monitoring and news clippings and through the development of user surveys soliciting feedback about web-based promotional materials produced by the Strategic Communications Division on priority issues;

(viii) Substantive servicing of inter-agency meetings:

a. Initiation and maintenance of inter-agency coordination on specific priority communication campaigns through, among other things, meetings and task forces of the United Nations Communications Group and across the Department, including with the United Nations information centres and services, to ensure the implementation of thematic information programmes;

b. Development of global communication strategies and information programmes on priority issues and for major global conferences and summits, through consultation with substantive offices and departments, to identify the priority issues and the main activities for promotion and coverage by the Department;

c. Identification of relevant tools to implement the strategies, such as promotional and information products and activities;

d. Identification of the time frames for implementing these activities and for producing the products;

e. Maintaining policy and programme coordination with the United Nations Development Programme (UNDP) in the management of information centres integrated with UNDP field offices;

f. Cooperation and information-sharing with non-governmental organizations, national offices of the United Nations system and regional organizations;

g. Substantive servicing and documentation of the weekly meetings at headquarters and the two-day annual session of the United Nations communications group;

h. Maintenance of the United Nations communications group web site (the Director of the Strategic Communications Division is the Secretary of the Group);

(c) Technical cooperation (regular budget): training courses, seminars and workshops:

(i) Annual training programme at Headquarters for Palestinian journalists and radio and television broadcasters;

(ii) Group training in the field or at Headquarters for United Nations information centre directors, national information officers, library assistants, administrative assistants and staff of the information components of peacekeeping and peace-building missions;

(iii) Organization of training workshops or field trips to United Nations project sites, in cooperation with the local United Nations system partners, for local journalists so as to promote better understanding of United Nations issues and organization of training sessions for local United Nations depository librarians.

Table 28.4 **Resource requirements: subprogramme 1**

	Resources (thousands of US dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	41 807.9	41 434.3	361	354
Non-post	13 795.4	13 621.9	-	-
Total	**55 603.3**	**55 056.2**	**361**	**354**
Extrabudgetary	1 949.8	2 186.2	2	2

28.37 The programme of activities under subprogramme 1, Strategic communication services, is carried out by the Strategic Communications Division, which includes information activities on the question of Palestine, the United Nations Information Service at Geneva, the United Nations Information Service at Vienna and United Nations information centres and field offices. The resource requirements for each of the above components are set out below.

Table 28.12 **Resource requirements: Strategic Communications Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	10 125.3	10 245.0	53	54
Non-post	1 711.0	1 762.2	-	-
Total	**11 836.3**	**12 007.2**	**53**	**54**
Extrabudgetary	587.2	741.2	2	2

28.38 The amount of $12,007,200 provides for the continuation of: (a) 29 posts in the Professional category and 25 General Service (Other level) posts, plus an increase in resource requirements of $119,700 resulting from the inward redeployment of one General Service (Other level) post from the information centres to enhance communication coordination and strategies with the information centres and services; and (b) non-post costs ($1,762,200), for official travel of representatives, staff travel for meetings and official visits, production of information materials, training of United Nations information centre staff, general operating expenses and supplies and equipment.

Table 28.13 **Resource requirements: information activities on the question of Palestine**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	560.5	545.7	-	-
Total	**560.5**	**545.7**	**-**	**-**

28.39 The amount of $545,700 in non-post requirements provides mainly for the travel of journalists to training programmes and to the Middle East on news missions as well as for associated printing, staff services and general operating expenses. The reduction of $14,800 reflects expenditure experience showing lower ongoing requirements for contractual services.

28.40 The Strategic Communications Division includes field components of public information services and activities. The United Nations Information Service at Geneva, the United Nations Information Service at Vienna, the United Nations information centres and the field offices work through intermediaries, such as the media and local partners, to adapt global communication strategies for local audiences. The distribution of resources among those organizational units is shown in tables 28.14 to 28.17.

Table 28.14 **Resource requirements: United Nations Information Service at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	4 354.1	4 354.1	23	23
Non-post	1 062.7	1 078.6	-	-
Total	**5 416.8**	**5 432.7**	**23**	**23**

28.41 The amount of $5,432,700 provides for: (a) the continuation of the 23 posts reflected in table 28.14 ($4,354,100); and (b) non-post costs of $1,078,600, which reflect an increase of $15,900 for general temporary assistance to cover meetings and events in Geneva.

Table 28.15 **Resource requirements: United Nations Information Service at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 352.9	1 352.9	9	9
Non-post	211.9	236.2	-	-
Total	**1 564.8**	**1 589.1**	**9**	**9**

28.42 The amount of $1,589,100 provides for: (a) the continuation of the nine posts reflected in table 28.15 ($1,352,900); and (b) non-post costs of $236,200, which reflect an increase of $24,300 due to an increase under other staff costs, furniture and equipment and grants and contributions. The main component of the increase would provide for student forums, the training of journalists and a forum for teachers. Additional resources are also required for web site maintenance and associated equipment requirements.

Table 28.16 **Resource requirements: United Nations field offices, information component**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 655.0	1 655.0	12	12
Non-post	749.0	749.0	-	-
Total	**2 404.0**	**2 404.0**	**12**	**12**

28.43 The amount of $2,404,000 provides for: (a) the continuation of 12 posts in eight field offices, as reflected in table 28.16; and (b) non-post costs ($749,000) at the maintenance level.

Table 28.17 **Resource requirements: United Nations information centres**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	24 320.6	23 827.3	264	256
Non-post	9 500.3	9 250.2	-	-
Total	**33 820.9**	**33 077.5**	**264**	**256**
Extrabudgetary	1 362.6	1 445.0	-	-

28.44 Details on the consolidation of the United Nations information centres in Western Europe into a Western European hub had not been finalized at the time of the preparation of the present document. However, it is anticipated that their implementation in the latter part of 2003 will allow for resource adjustments as indicated above and as detailed below.

28.45 The amount of $33,077,500 provides for: (a) a reduction of 8 posts and hence the continuation of 256 posts reflected in table 28.17 ($23,827,300), including the net effect of the delayed impact of past growth ($193,300). Of the eight posts, one P-4 and six Local level posts are being released to Headquarters to strengthen the multilingual capacity of the United Nations web site under the News and Media Division, and one General Service (Other level) post is to strengthen the dissemination activities of the Information Centres Service; and (b) non-post costs ($9,250,200) reflecting a reduction in requirements ($250,100) for other staff costs and general operating expenses, partially offset by an increase in travel of staff and furniture and equipment.

Subprogramme 2
News services

Resource requirements (before recosting): $54,079,000

28.46 Subprogramme 2 will be implemented by the News and Media Division (which includes the Internet Service, the Press Service and the Radio and Television Service) and the Office of the Spokesman for the Secretary-General.

28.47 The objective of the subprogramme is to increase the interest of news organizations and media in and their access to up-to-date news and other information about the Organization and its activities. Done effectively, this will help build greater public support and awareness.

28.48 This objective will be accomplished through the real-time delivery of accurate, balanced and, whenever possible, customized news and information materials and services to media organizations in all regions, utilizing traditional media as well as new information technologies, including the Internet. Developing-country media will be a particular focus of this subprogramme.

28.49 The News and Media Division will continue to focus on maximizing the synergies made possible by the development of information technologies to realize the strategy outlined above, utilizing the daily output of the United Nations News Service, the United Nations web site, United Nations Radio, and United Nations Television, including videos, photos and press releases. Underpinning the news drive of the Division will be a major project, begun in the biennium 2000-2001, to modernize the Department's production and broadcast infrastructure, including further digitization. The creation of the Internet Service will contribute substantially to the strengthened and coordinated utilization of the Internet as a multimedia channel for both the production of such news materials and their dissemination to all regions quickly and in all official languages.

28.50 The Division will proactively reach out directly to journalists and media organizations and seek partnerships with broadcasters to ensure that the news media in all regions have access at all times to news about United Nations activities and to the perspectives of the Organization as it addresses the priority concerns identified by the Member States. By seeking feedback from such partners and other clients, the Division will ensure the continuing relevance of its various news products.

28.51 The resources freed up by creating a regional information hub in Western Europe will in part be redirected to strengthen the multilingual capacity of the United Nations web site.

Table 28.18 **Objectives for the biennium, expected accomplishments and indicators of achievement and performance measures**

Objective: To increase the interest of news organizations and media in and their access to up-to-date news and other information about the Organization and its activities.

Expected accomplishments	*Indicators of achievement*
Satisfaction with the availability of timely, accurate, objective and balanced information and/or services to the media, delegations, other audiences and redisseminators on the role of the United Nations in addressing the priority issues before the Organization	The satisfaction of users with the availability of timely, accurate, objective and balanced information and/or services *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 65 per cent Target 2004-2005: 70 per cent

External factors

28.52 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) National and international media organizations will participate in partnerships and co-productions;

(b) Political, economic and other factors will enable media organizations to access and redisseminate United Nations information material.

Outputs

28.53 During the biennium 2004-2005, the following outputs will be delivered:

(a) Other substantive activities:

(i) Recurrent publications:

a. Production and issuance in both hard copy and on the web of institutional reference publications, including *Basic Facts about the United Nations* (in English, French and Spanish), *UN in Brief* (in six official languages), Compendium of Presidential Statements and Resolutions of the Security Council (in English and French) and the reference paper on United Nations conferences and observances (in English and French);

b. Reprinting of the Charter of the United Nations and Statute of the International Court of Justice in all six official languages, as necessary;

(ii) Press releases and press conferences:

a. Arranging of press conferences for the Secretary-General, Deputy Secretary-General, senior United Nations officials and representatives of Member States and of the United Nations system;

b. Holding of briefings (including arranging briefing programmes and background briefings by senior United Nations officials), interviews and other direct outreach, including the issuing of media alerts, for media correspondents and journalists at United Nations offices and around the world;

c. Issuance of briefing notes on press conferences and briefings by the Secretary-General, Deputy Secretary-General, delegations and senior Secretariat and other United Nations officials, including daily briefings by United Nations spokespersons;

d. Coordination of the placement of opinion pieces and other articles by the Secretary-General and senior United Nations officials in print media around the world;

e. Provision of accreditation and liaison services and distribution of official documents to media representatives in connection with their coverage of United Nations activities, including media liaison for the Secretary-General;

f. Provision of coverage of open meetings of the General Assembly and Economic and Social Council and their subsidiary bodies, Security Council proceedings and other intergovernmental meetings held at United Nations offices; coverage of United Nations conferences and special events; and dissemination of the resulting press releases, backgrounders and round-ups, as well as of the speeches and

statements of the Secretary-General, Deputy Secretary-General and President of the General Assembly;

g. Provision of information to the Secretary-General and senior United Nations officials, directly, and via e-mail and daily clippings, of breaking international news stories and United Nations-related stories in the media;

(iii) Technical material:

a. Assistance to other departments and offices in the development and maintenance of web sites in official languages other than English, including the provision of technical and design guidelines;

b. Delivery via e-mail of a daily news and news alert service on United Nations events, activities and statements to the media, government officials, non-governmental organizations and others;

c. Development, maintenance and coordination of the United Nations web site and development of new web sites for all upcoming United Nations conferences, observances and special events in six official languages, as well as the maintenance and enhancement of the United Nations News Centre web site, the Spokesman's home page, the Secretary-General's web page, the audio-visual page, including the databases for accessing photo, radio and video materials, and the news elements of other sites on the United Nations home page;

d. Live broadcasting on the United Nations home page (webcasting) of United Nations television programming of open meetings (General Assembly, Security Council and Economic and Social Council), conferences and other special events, press conferences and press briefings by the Spokesman for the Secretary-General;

e. Provision of a daily United Nations news service on the United Nations home page providing coverage of breaking United Nations stories and related developments at Headquarters, other United Nations offices and in the field, including reporting on the activities and statements of the Secretary-General, Deputy Secretary-General and other senior officials;

(iv) Electronic, audio-visual issuances:

a. Live production and broadcasting of radio news and current affairs programmes weekdays in the six official languages plus Portuguese and Kiswahili; and production and dissemination of weekly or monthly taped programmes in six official and seven non-official languages (Bangla, Bahasa Indonesia, French Creole, Dutch, Hindi, Turkish and Urdu), including programmes highlighting the advancement of women and gender balance;

b. Maintenance, preservation and conservation of United Nations audio and visual archival materials and provision of audio and visual library services; and operation, management and maintenance of television and radio studios and facilities;

c. Photo coverage at Headquarters of the General Assembly, the Security Council and other meetings, conferences, photo opportunities and other events and activities, including those of the Secretary-General; and photo coverage in the field of the Secretary-General's activities and of the Organization's work for distribution to news organizations and delegations and for posting on the United Nations home page;

d. Production and dissemination of video materials, features and programmes on issues related to the work of the Organization, including "United Nations in Action", "World Chronicle" and "Year in Review", as well as co-productions with United Nations agencies and other organizations;

e. Television coverage of General Assembly, Security Council and other meetings, photo opportunities and other events and activities, including those featuring the Secretary-General, for distribution to news organizations.

Table 28.19 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	33 277.0	35 778.2	191	198
Non-post	17 172.9	18 300.8	-	-
Total	**50 449.9**	**54 079.0**	**191**	**198**
Extrabudgetary	1 473.2	1 126.0	-	-

28.54 The distribution of resources between the two main organizational units responsible for subprogramme 2 is set out below.

Table 28.20 **Resource requirements: Office of the Spokesman for the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 437.6	2 437.6	12	12
Non-post	150.7	184.1	-	-
Total	**2 588.3**	**2 621.7**	**12**	**12**

28.55 The amount of $2,621,700 provides for: (a) $2,437 600 for the continuation of the 12 posts reflected in table 28.20; and (b) $184,100 for non post costs, including $33,400 for additional resources for travel of staff and contractual services, reflecting past experience in connection with accompanying the Secretary-General on missions and providing for subscriptions to news agency services.

Table 28.21 **Resource requirements: News and Media Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	30 839.4	33 340.6	179	186
Non-post	17 022.2	18 116.7	-	-
Total	**47 861.6**	**51 457.3**	179	186
Extrabudgetary	1 473.2	1 126.0		

28.56 The amount of $51,457,300 provides for: (a) the 186 posts reflected in table 28.21, resulting from the delayed impact of the 17 new posts for the radio pilot project and 1 post for a Portuguese-language radio producer approved in the biennium 2002-2003 ($1,475,700), the inward redeployment of 1 P-4 post and 6 General Service (Other level) posts from the information centres ($2,501,200) in order to strengthen the language capacity of the United Nations web site, and the reclassification of 1 General Service post from the Other level to the Principal level for the photo lab supervisor in order to enhance the quality control of United Nations photographs; and (b) non-post costs, which will be increased by $1,094,500 to provide additional resources for contractual services and other staff costs for the coverage of the increasing number of General Assembly and Security Council meetings. This reflects past experience and represents a partial response to bridging the gap between needs and provisions.

Subprogramme 3
Library services

Resource requirements (before recosting): $21,351,000

28.57 Subprogramme 3 will be implemented by the Dag Hammarskjöld Library, Outreach Division.

28.58 The subprogramme aims to create and/or provide timely and up-to-date information products and services to meet the needs of delegates, Secretariat staff and researchers; to facilitate access to United Nations information for depository libraries and the general public worldwide; to contribute to bridging the digital divide; to mobilize the international library community, in particular depository libraries, as conduits of outreach to civil society; and to oversee and coordinate the activities of the United Nations libraries.

28.59 The Dag Hammarskjöld Library, in coordination with other United Nations libraries as well as libraries of the wider United Nations system, will continue to move in the direction of becoming a virtual library, while not neglecting the print collections of United Nations documents, books, serials and government documents required by its users. There will be increasing emphasis on the creation and delivery of electronic information, outreach to depository libraries and support for multilingualism. The delivery of customized information directly to the desktops of permanent missions at Headquarters and Secretariat staff worldwide will be expanded. The Library's Internet and Intranet sites will be enriched and further developed in all six official languages, with multilingual retrieval capabilities. Access to commercially available electronic information will be provided in a cost-effective way through the United Nations System Consortium. Access of depository libraries to United Nations databases will be promoted where feasible to ensure rapid, complete and cost-effective document distribution. Through active participation in inter-agency

library forums, the Library will promote the sharing of information throughout the United Nations system.

28.60 The in-house creation and processing of data, including databases and other electronic products, published indexes, standards and guidelines for bibliographic control and multilingual reference tools will be expanded and improved. The United Nations Bibliographic Information System (UNBIS) Thesaurus will be regularly maintained as a six-language database. Two comprehensive, accurate and high-quality annual editions of the *Yearbook of the United Nations* will be published, covering the years 2002 and 2003, and will constitute input for parallel CD-ROM versions of the *Yearbook*.

28.61 A major focus will be on training, including courses for Headquarters users and depository librarians overseas, as well as the electronic delivery of advice, manuals and database structures to small United Nations libraries in the field.

Table 28.22 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To facilitate access to timely and up-to-date library products and services for use by delegates, permanent missions of Member States, the Secretariat, researchers and depository libraries worldwide.

Expected accomplishments	*Indicators of achievement*
(a) Easier, more extensive and timelier access by users to products and services of the Library	(a) User satisfaction with quality, timeliness and ease of access to the products and services of the Library *Performance measures*: 2000-2001: N/A Estimate 2002-2003: 75 per cent Target 2004-2005: 80 per cent
(b) Timely issuance of the *Yearbook of the United Nations*	(b) Reduced time lag between the end of the year covered and the publication date of the relevant volume *Performance measures*: 2000-2001: 28 months Estimate 2002-2003: 19 months Target 2004-2005: 18 months

External factors

28.62 Subprogramme 3 is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) The interest of target audiences in electronic information will continue to grow;

(b) United Nations system agencies will continue to cooperate and collaborate, particularly in availing themselves of online services through the Consortium;

(c) Prices for online services will remain stable or become more favourable;

(d) Official documentation will be available on time;

(e) Delays related to the bidding and printing processes will be minimal.

Outputs

28.63 During the biennium 2004-2005, the following outputs will be delivered:

(a) Other substantive activities (regular budget):

(i) Recurrent publications:

a. Index to Proceedings of the Economic and Social Council (2);

b. Index to Proceedings of the General Assembly (2);

c. Index to Proceedings of the Security Council (2);

d. UNBISNET: maintenance and expansion of web-based database, including bibliographic, factual, authority and six-language thesaurus files (updated daily);

e. Maintenance and expansion of the Library's web sites in all official languages;

f. United Nations Documents Index (8);

g. *Yearbook of the United Nations* (2);

(ii) Non-recurrent publications: back-of-the-book indexes for major United Nations publications;

(iii) Technical material:

a. Compilation of the bibliography portion of the *Juridical Yearbook*;

b. Coordination of the shared indexing network with United Nations libraries away from Headquarters;

c. Online information services covering subjects of current interest to the Organization, acquired largely through the United Nations System Consortium;

d. Maintenance of Dag Hammarskjöld Library computer hardware, software and databases;

e. Networking with United Nations system libraries, professional associations and the Global Legal Information Network;

f. Provision of oversight, backstopping and outreach to depository libraries;

g. Provision of reference, research, loan and inter-library loan services; selective dissemination of information; and responding to e-mail queries from users worldwide;

h. Provision of retrospective United Nations documents of major organs, in all languages, covering certain years, digitized from microfiche or hard copy and uploaded to the Official Document System (ODS);

i. Selection, acquisition and weeding of core information sources in traditional media (books, serials, government documents, etc.);

j. Collection, checklisting, indexing, maintenance and preservation of United Nations documents;

k. Regular preparation of the UNBIS Thesaurus records in all official languages to allow multilingual retrieval from UNBIS and ODS;

(b) Technical cooperation:

(i) Advisory services: provision of advisory services to departmental reference collections at Headquarters as well as to small United Nations libraries in the field;

(ii) Training courses, seminars and workshops: training programmes for delegates, permanent mission staff, United Nations staff, government officials, depository librarians, non-governmental organizations, interns, etc.

Table 28.23 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	18 909.2	18 909.2	114	114
Non-post	2 302.2	2 441.8	-	-
Total	**21 211.4**	**21 351.0**	**114**	**114**
Extrabudgetary	757.0	-	-	-

28.64 The amount of $21,351,000 provides for: (a) the continuation of the 114 posts reflected in table 28.23 ($18,909,200); and (b) non-post costs of $2,441,800 mainly to support publication of *Yearbook of the United Nations*, training and travel of staff of depositary any libraries, the acquisition of electronic and traditional information materials, general operating expenses, supplies and materials and maintenance. The non-post costs reflect an increase of $139,600 due mainly to an increase under contractual services for online subscription services and printing.

Subprogramme 4
Outreach services

Resource requirements (before recosting): $9,991,300

28.65 Subprogramme 4 will be implemented by the Outreach Division, which includes the Civil Society Service, the Sales and Marketing Section and the secretariat of the Publications Board. The Division also includes the Dag Hammarskjöld Library, which is covered under subprogramme 3, Library services.

28.66 The objective of the subprogramme is to promote awareness of the role and work of the United Nations on priority issues, using the Millennium Declaration as a guide, and to inform and

influence the public through outreach efforts targeted at key intermediaries, such as non-governmental organizations, academic institutions and other representatives of civil society, as well as directly to the general public.

28.67 In this connection, the Outreach Division will work to develop, strengthen and expand its relationships with partners both within the United Nations system and among non-governmental organizations, the academic community and the private sector. The Division will also seek opportunities to promote more effectively its programmes and services designed for those audiences as well as for the general public, capitalizing on the opportunities provided by new information and communication technologies, including the Internet and videoconferencing.

Table 28.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To inform and stimulate opinion and debate through outreach efforts targeted directly to the public and in alliance with key partners, including non-governmental organizations, academic institutions, other representatives of civil society and the media, using the Millennium Declaration as a guide.

Expected accomplishments	*Indicators of achievement*
Enhanced understanding of the role, work and concerns of the United Nations resulting from outreach activities, programmes and services	Percentage of target audiences indicating satisfaction that their understanding about the United Nations has grown or improved *Performance measures*: 2000-2001: 85 per cent of target audiences Estimate 2002-2003: 90 per cent of target audiences Target 2004-2005: 90 per cent of target audiences

External factors

28.68 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Institutions of civil society, redisseminators and other partners, including other offices of the United Nations system, are able to collaborate with the Department;

(b) Academic interest in the principles, activities and concerns of the United Nations does not diminish;

(c) Global access to Internet services and videoconferencing is not inhibited by financial or technological constraints;

(d) Political and other developments do not adversely affect collaborative partnerships or programme attendance;

(e) Security concerns do not have a negative impact or result in restricted access to United Nations Headquarters.

Outputs

28.69 During the biennium 2004-2005, the following substantive outputs will be delivered:

(a) Other substantive activities:

(i) Recurrent publications:

a. NGO Directory: maintenance and updating of the database of non-governmental organizations associated with the Department;

b. *UN Chronicle* (in six official languages; quarterly publication);

c. Programmes of the Department's annual NGO Conference and final reports of the Conference;

d. *United Nations Development Business* procurement publication (twice-monthly, multilingual) (extrabudgetary);

(ii) Exhibits, guided tours, lectures:

a. Ad hoc one-day programmes for groups of visiting journalists, as requested by outside organizations, e.g., the International Centre for Journalists;

b. Design, organization and installation of an annual programme of temporary exhibits for public spaces at Headquarters;

c. Design, organization and installation of ad hoc exhibits and updating and refurbishment of existing exhibits, including interactive ones, as part of the guided tour of United Nations Headquarters;

d. Organization of the guided tour programme at Headquarters as well as lectures, briefings and information seminars on United Nations issues for various groups, including government delegations, non-governmental organizations, journalists, educators, students, professional associations and others;

e. Participation by the staff of the NGO Section in briefings, seminars, conferences and other events organized by associated NGOs;

f. Public inquiry services to respond to oral and written requests for information on the United Nations, including the provision of special kits for teachers;

g. Weekly briefings organized each year for NGO representatives associated with both the Department and the Economic and Social Council, which highlight issues and observances on the United Nations agenda that are of interest to the NGO community and that feature United Nations, government, expert and NGO speakers (60);

(iii) Booklets, fact sheets, wallcharts and information kits:

a. A weekly newsletter, DPI/NGO Link (print and electronic);

b. Monthly dissemination of information to NGOs on United Nations system publications, accreditation and registration forms, invitations to NGO-related events at the United Nations, monthly calendars of weekly briefings and an update of the NGO Section's activities; and information kits for the annual conference and the orientation programme;

c. New or revised fact sheets/briefing papers to respond to frequently asked questions and concerns; updates and revisions of "Everything you always wanted

to know about the UN", "Discovering the UN" and "Three Ways You Can Help"; and production of a new generic poster and reprinting of the existing one;

(iv) Special events:

a. An annual series of three one-day communication workshops for United Nations-associated NGOs for building and improving their communication capacity;

b. An annual three-day conference for non-governmental organizations on a theme relevant to the contemporary concerns of the United Nations; an annual two-day orientation programme for newly associated NGOs and newly appointed NGO representatives;

c. The organization of special events and the promotion of observances of selected commemorative days and years in partnership with United Nations departments, agencies and programmes, Governments and civil society, including private sector groups and the media;

d. Two annual "students' days" at Headquarters marking World Environment Day and the International Day of Peace; an annual international student conference marking Human Rights Day, held in association with selected NGOs and teachers' groups; and an annual "educators' day" at Headquarters, in association with the NGO Committee on Teaching about the United Nations and the New York City and State Boards of Education;

(v) Technical material:

a. Continuous updating of the system-wide calendar of special events and exhibits for posting on the United Nations web site and maintenance and updating of the United Nations web site with a calendar and synopsis of each event and exhibit and related visual materials; and development and maintenance of selected thematic and promotional web sites, including the UN Works web site;

b. Maintenance and updating of "UN Development Business Online"; and the Scan-a-Bid online computer service, updated twice a month;

c. Preparation of the consolidated publications programme for the biennium; continued development of publication policies related to the preparation, production, distribution and sale of publications in both print and electronic formats;

d. Coordination of the planning and supervision of the execution of the publications programme, the preparation of estimates for contractual printing and the use of those funds;

e. Maintenance of Intranet site for the Publications Board; ongoing correspondence by the Secretary of the Board concerning external requests for use of United Nations publications; monthly meetings of the Publications Board; and regular meetings of the Internet Working Group;

f. Sale of publications through the Sales and Marketing Section;

g. Design services for United Nations publications, posters and web pages through the provision of compelling design options;

h. Operation of the NGO Resource Centre at Headquarters as the central meeting place for associated NGOs, providing access to computers, printers, ODS, the

Internet, a library of United Nations videos, United Nations system publications, press releases and official documents; and maintenance and updating of NGO Section web site;

i. Maintenance and enhancement of the online edition of the *UN Chronicle*, with daily postings of web-only articles and links, as well as special interactive features and polls (in English and French); videoconferences, webcasts and Internet discussion boards in conjunction with students' programmes at the United Nations, produced in association with CyberSchoolBus; and web versions of new and revised Public Inquiries Unit fact sheets and briefing papers;

(b) Technical cooperation: training courses, seminars and workshops: annual six-week training programme (including the publication of a semi-annual newsletter for former programme participants) for 12 to 16 broadcasters and journalists from developing countries and countries with economies in transition.

Table 28.25 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	9 633.0	8 379.4	54	48
Non-post	1 318.0	1 611.9	-	-
Total	**10 951.0**	**9 991.3**	**54**	**48**
Extrabudgetary	2 791.6	2 843.3	12	12

28.70 The amount of $9,991,300 provides for: (a) the 48 posts reflected in table 28.25 ($8,379,400), resulting from the transfer of 6 posts from the Cartographic Section of the Department of Public Information to the Department of Peacekeeping Operations (1 P-5, 3 P-3, 1 P-2 and 1 General Service (Other level)) in accordance with General Assembly resolution 57/300; and (b) non-post objects of expenditure of $1,611,900, including an increase of $293,900 in other staff costs, contractual services, supplies and materials and furniture and equipment. These increased provisions would in large part be directed towards the production of the *UN Chronicle* in six languages, with the English and French versions being produced entirely in-house and the other four official language versions being produced through co-publishing arrangements.

Special conferences

Table 28.26 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	602.0	1 339.5	-	-
Total	**602.0**	**1 339.5**	-	-

28.71 A non-recurrent provision of $1,339,500 provides for five special conferences scheduled for the biennium 2004-2005: the eleventh session of the United Nations Conference on Trade and Development ($72,300); the international meeting for a comprehensive review of the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States ($211,300); the eleventh United Nations Congress on Crime Prevention and Criminal Justice ($231,100); the World Summit on the Information Society (Tunis, second part) ($223,000); and the follow-up to the Fourth World Conference on Women and the twenty-third special session of the General Assembly ($601,800). This procedure of providing resources at this stage of preparation of the conferences is being followed in the light of guidance provided by the Advisory Committee on Administrative and Budgetary Questions (see A/56/6, para. VII.2).

C. Programme support

Resource requirements (before recosting): $5,715,800

28.72 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the mandated activities of the Department of Public Information. It assists the Under-Secretary-General in the preparation of the medium-term plan, the preparation, administration and monitoring of the programme budget and the management of trust funds and extrabudgetary resources; provides relevant support services for the efficient utilization of human resources; and plans, controls and coordinates requirements related to general office administration. It also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.

Table 28.27 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	3 534.9	3 580.1	22	22
Non-post	2 154.2	2 135.7	-	-
Total	**5 689.1**	**5 715.8**	**22**	**22**

28.73 The amount of $5,715,800 provides for: (a) the 22 posts shown in table 28.27, reflecting an increase of $45,200 due to the reclassification of 1 General Service post from the Other level to the Principal level; and (b) non-post costs ($2,135,700) reflecting a decrease of $18,500 due to the reduction in resource requirements for other staff costs and furniture and equipment, offset by an increase under general operating expenses.

Table 28.28 **Summary of follow-up action taken to implement relevant recommendations of the General Assembly and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
General Assembly (resolution 56/253)	
The General Assembly requested the Secretary-General to conduct a review of library services covering the Dag Hammarskjöld Library, the libraries in Geneva and Vienna, libraries in the regional commissions, departmental libraries, libraries at information centres and depositary libraries with a view to defining the purpose of United Nations library services, identifying primary clients or users and the relationships and roles of the libraries, including the best way to achieve their mandates through the relevant intergovernmental bodies, and to report thereon to the Assembly at its fifty-seventh session (para. 34).	The review was conducted in June 2002 (see A/57/387 and Corr.1, paras. 73-75).
The General Assembly requested the Secretary-General to implement as soon as possible new and more efficient ways of providing library services (para. 35).	The proposals of the Secretary-General are contained in A/57/387 and Corr.1, para. 75, action 9.
The General Assembly requested the Secretary-General to ensure equal treatment for the six official languages in the Dag Hammarskjöld Library, in both the traditional means of publication and in the electronic media, including the Internet (para. 75).	The Dag Hammarskjöld Library home page, library services and collections, the United Nations Documents Research Guide, the Conferences and Observances Page, Landmark Documents and the UNBIS Thesaurus are all available in six languages. The Library is also endeavouring, within available resources, to increase the offerings on its web site in the six official languages. The United Nations Web site Section has allocated resources to the six official languages to manage all materials on an equal basis.
The General Assembly requested the Secretary-General to consider the importance of specialists available at the Dag Hammarskjöld Library to provide services in cataloguing and collection maintenance in all six official languages, to facilitate the use of reference works and documents by delegations and to upgrade the Library's holdings of reference works and books in all relevant categories in all six official languages (para. 76).	The Library currently has both Professional and General Service staff available to process materials and render services in all six official languages. The Library has been endeavouring to broaden its acquisitions in the six official languages within available resources.

Brief description of the recommendation	*Action taken to implement the recommendation*
The General Assembly requested the Secretary-General to accelerate his efforts to fill all posts currently vacant in the Dag Hammarskjöld Library and to ensure the prompt and efficient processing of materials in all six official languages (para. 77).	The Dag Hammarskjöld Library is making every effort to fill vacant posts. Two national competitive examination candidates joined the Library in 2002, and all remaining vacant posts are at various stages of recruitment. As indicated above, the Library has the capacity to ensure prompt and efficient processing of materials in all the official languages of the Organization.
The General Assembly requested the Secretary-General to make available web-site language assistance in the Information Technology Section of the Department of Public Information, in Arabic, Chinese, Russian and Spanish, and to make proposals as he deems appropriate so that all official languages are equally serviced (para. 143).	The web-site language assistant post for Russian has been filled. Currently, Arabic, Chinese and Spanish functions are being performed through general temporary assistance pending the identification of posts. A proposal to redeploy seven posts from United Nations information centres is made in the present report. Furthermore, additional posts for web-site language work will be placed in the field.
The General Assembly requested the Secretary-General to present to it at its fifty-sixth session concrete proposals on strengthening the Department of Public Information within the existing capacity in order to support and enhance the United Nations web site in all the official languages of the Organization (para. 145).	A report was submitted (A/57/355). There have been advances towards achieving language parity, including the launch of the United Nations News Centre in Arabic. Work on the other languages is under way.
The General Assembly requested the Secretary-General to improve the justification provided for the resources requested for the United Nations information centres in the context of the next proposed programme budget (para. 148).	Details on the operating modality for the consolidation of the United Nations information centres in Western Europe into a Western European hub and resource redistribution among information centres had not been finalized at the time of the preparation of this document. Further information will be provided to the General Assembly at its fifty-eighth session as the progress in defining arrangements permits.
The General Assembly requested the Secretary-General to report to the General Assembly at its fifty-seventh session on the financial implications of redressing the imbalance among the six official languages of the United Nations on the United Nations web site (para. 149).	The Secretary-General made proposals in his report (A/57/355). Proposals for the 2004-2005 budget envisage the redeployment of posts from existing resources for strengthening of the web site.

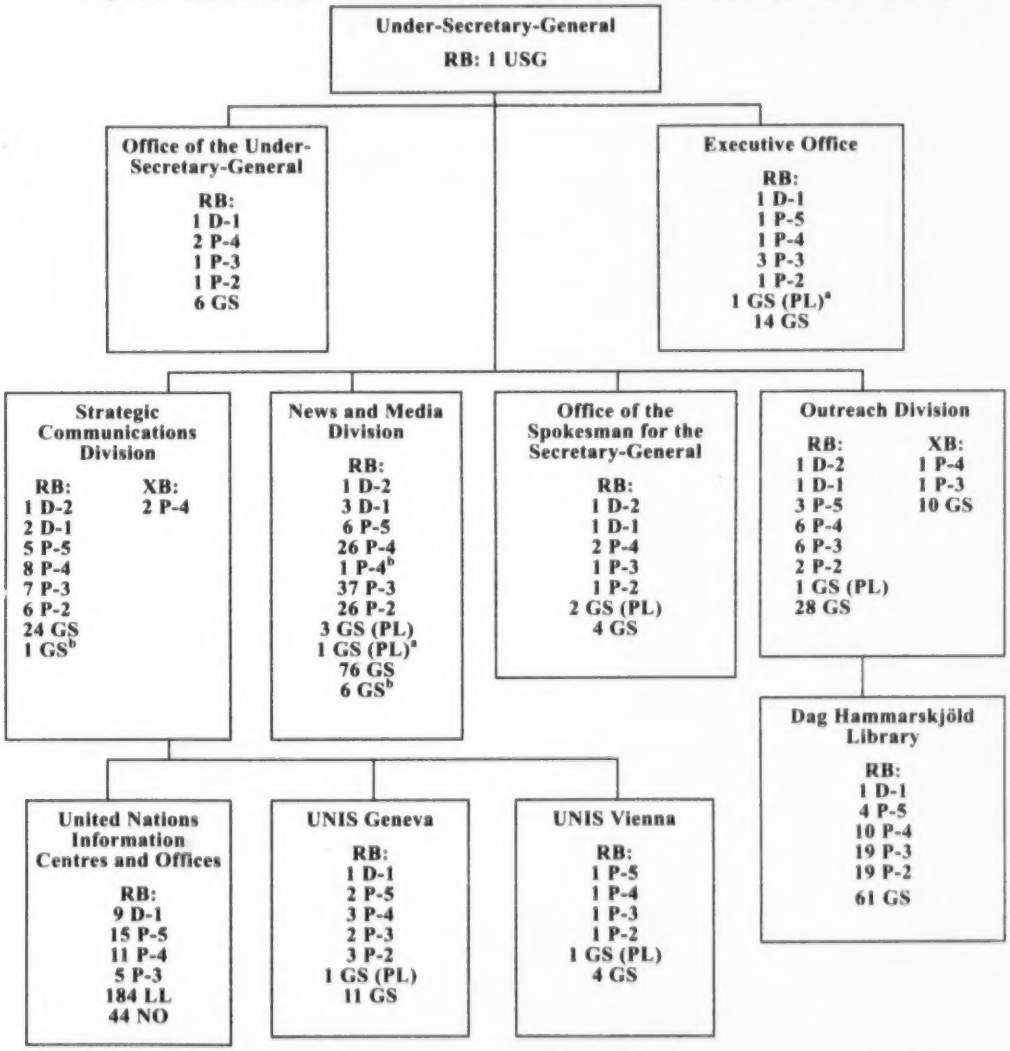
Brief description of the recommendation	*Action taken to implement the recommendation*
The General Assembly requested the Secretary-General to conduct a comprehensive review of the management and operations of the Department of Public Information, taking into account the medium-term plan, and to report thereon to the Assembly at its fifty-seventh session, addressing, among other things (para. 150):	
(a) Ways to carry out these activities in the most effective and efficient manner;	(a) The first phase of the review was reflected in the report of the Secretary-General on the reorientation of United Nations activities in the field of public information and communications (A/AC.198/2002/2). The findings of the assessment were reinforced by the Secretary-General in the section entitled "Enhancing public information" of his report on strengthening of the United Nations: an agenda for further change (A/57/387 and Corr.1). As a result of the comprehensive review, a new operating model has been implemented to position the Department for greater impact and to allow it to carry out its activities in the most effective and efficient manner. This new operating model is designed to better match "customer needs" with the programme performance of the Department through an annual impact review of its major product and service lines in a continuous process of refinement and improvement.
(b) Focusing of the activities of the Department to better reflect the substantive priorities and relevant mandates of the Organization;	(b) The new operating model for the Department derives from its mission statement, which aims to help fulfil the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact. The information that the Department must communicate is generated by the substantive work of the Organization and its component parts. It is therefore the task of the Department to manage and coordinate information from various United Nations sources, with a view to conveying it to the public. Its core message, with the Millennium Declaration as its guide, will focus on the priorities laid down by the General Assembly and those established by the Secretary-General. The Department will work strategically, rather

Brief description of the recommendation	*Action taken to implement the recommendation*
	than tactically, emphasizing the broader picture with the Organization's overall goal in mind.
(c) The need for greater coordination of public information activities among departments of the Secretariat to avoid duplication of efforts and to strengthen complementarity, where appropriate;	(c) An important step in strengthening the coordination of public information activities has been a move away from the formal yearly meeting of the Joint United Nations Information Committee to a more dynamic, issue-oriented, informal and flexible structure in the form of the United Nations Communications Group. Under the new structure, the frequency of meetings is adjusted to specific needs, and the Group's task forces have sunset provisions that go into effect once their immediate objectives have been met. In addition to the annual meeting, there are regular weekly meetings, chaired by the Under-Secretary-General, which are attended by all United Nations system organizations that have a liaison office in New York. A survey of participants of the first annual Communications Group meeting found that all respondents agreed with the statement that that coordination forum was a clear improvement over the previous structural arrangement (the Joint United Nations Information Committee).
(d) Assessment of the impact of United Nations information centres, taking into account their mandates;	(d) As stated in the report of the Secretary-General (A/57/387 and Corr.1), it is proposed to redirect the resources of existing United Nations information centres to regional information hubs in strategic locations (see action 8). It is expected that this would result in a strengthening of the information capacity of the United Nations in the field, in particular in the developing countries. The Department is developing plans for the creation of a Western European hub involving the closing of the nine existing information centres located in the Member States of the European Union and their consolidation into a regional hub. This proposal does not include the United Nations information services in Geneva and Vienna, as they perform essential functions for the work of United Nations offices in those cities. Further progress in the establishment of a Western European hub is dependent upon consultations with the Member States concerned,

Brief description of the recommendation	*Action taken to implement the recommendation*
	as stipulated in General Assembly resolution 57/300. These consultations are ongoing.
(e) The option and benefit of funding the United Nations information centres on a cost-shared basis with other United Nations entities that benefit from the services of the information centres in each location.	(e) In 2002, the Information Centres Service explored on behalf of the Department, the possibility of charging field offices of the United Nations system for services of the information centres. These efforts, however, have not yet been successful. Under current financial arrangements between the Secretariat and UNDP, individual field offices of UNDP cannot be charged directly, and all charges to UNDP headquarters are made through the United Nations Secretariat.
Advisory Committee on Administrative and Budgetary Questions (A/56/7)	
The Advisory Committee noted that there was no effective comprehensive ability to evaluate use of the United Nations web site, and requested that that question be addressed and that the action taken be reported in the context of the next budget submission of the Department (para. VII.9).	Evaluation of access to the web site is now carried out on a daily basis, through comprehensive log analysis. Requirements for the automation of this activity and to make it part of the regular functions have been incorporated into the budget proposal.
The Advisory Committee noted that there was no coordinated policy within the Secretariat for setting standards on the development and hosting of web sites. The Committee requested that, in the context of the next budget estimates, information be provided on further developments with regard to those issues (para. VII.10).	Standards and guidelines were issued (ST/AI/2001/5). Adherence to the guidelines is monitored by the Working Group on Internet Matters of the Publications Board. Technical guidelines have been finalized by the Working Group and are being issued by the Board.
The Advisory Committee was of the view that a policy of posting all public documents and informational materials either in all six official languages or in none other than the original language should be reconsidered with a view to making it more pragmatic and realistic. Furthermore, the requirement that all public information material that has ever been posted on the web since its inception, such as press releases and treaties, be translated into all six official languages should also be re-examined. A practical solution needed to be presented to the General Assembly through the Committee with regard to the treatment of the official languages other than	Currently this is not the policy that is applied, since it would serve only to restrict the information that could be posted on the English site. Public information materials are posted on the web site in the languages in which they are prepared. In his report on strengthening the Department to support the United Nations web site in all official languages (A/57/355), the Secretary-General requests that treaties and press releases be exempted from translation requirements for purposes of parity among languages because of the very high costs involved. Detailed proposals and cost estimates are provided in

Brief description of the recommendation	*Action taken to implement the recommendation*
English in a way that made the projected cost pragmatic and the results of practical benefit to the users of the other languages (para. VII.11).	the above document.
The Advisory Committee requested that the Department start considering how it could improve upon the current methods of receiving feedback on and of evaluating the effects of its information services.	undertaking to make systematic evaluation integral to the work of all units. The first step has been to provide various training sessions in evaluation techniques to all programme managers. Furthermore, the Department is instituting an annual programme impact review to accelerate its movement towards a new "evaluation culture" of increased performance management, in line with the results-based-budgeting framework proposed by the Secretary-General.

Public information
Organizational structure and post distribution for the biennium 2004-2005



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level; LL, Local level; NO, National Officer; UNIS, United Nations Information Service.

[a] Reclassification.

[b] Inward redeployment.

Posts to be redeployed	*To*
1 P-4 from the United Nations Information Centres	Internet Section
6 GS (OL) from the United Nations Information Centres	Internet Section
1 GS (OL) from UNICs	Information Centres Service
1 P-5, 3 P-3 and 1 P-2	Department of Peacekeeping Operations

Annex

Recurrent outputs not to be carried in the biennium 2004-2005

Public information

A/56/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
26.24 (b) (ii) c.	Briefing papers for students: updating of the millennium briefing papers for students	1	Inadequate resources to continue with this time-consuming and labour-intensive discretionary project
26.24 (b) (ii) e.	*Development Update* newsletter: publication of the quarterly newsletter, with articles, interviews and analyses explaining United Nations economic and social activities, and its posting on the Internet and dissemination	8	To be discontinued due to limited resources and delays in internal printing
26.24 (b) (ii) k.	*Statistics for Students*: new publication containing basic statistics on human development, demography and United Nations membership for use primarily by students and teachers at middle- and high-school levels	1	Inadequate staff resources required to develop and produce this discretionary product while carrying out the functions of the Public Inquiries Unit
26.24 (b) (ii) l.	United Nations Day wallchart designed for younger audiences, including ideas for celebration of a theme and notes for teachers	1	Inadequate resources to develop and produce this discretionary product
26.24 (b) (ii) m.	Verbatim texts of United Nations documents, treaties and instruments, printed in an attractive format for distribution to non-governmental organizations, Governments, schools, United Nations organizations and others at appropriate related public events	1	Such materials are already available on the web site as official United Nations documents and cannot be produced in a timely manner because of delays in internal printing
26.24 (b) (ii) p.	Updated leaflets and flyers explaining the role of United Nations information centres and listing their home pages	1	Detailed information on the role of the United Nations information centres, including numerous illustrative examples of their broad range of activities, is now provided on the Information Centres Service web page on the United Nations web site
26.24 (b) (iv) a.	Annual conference of Model United Nations organizers (separate from Model United Nations participants) to discuss coordination and conference guidelines and strengthening their links to the United Nations system	2	Inadequate resources to organize and implement this time-consuming, labour-intensive, expensive project

A/56/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
26.24 (b) (iv) b.	Annual contest for school students worldwide coinciding with the celebration of United Nations Day in association with CyberSchoolBus and non-governmental organizations	2	Inadequate resources to organize and implement this time-consuming, and labour-intensive project
26.33 (a) (i) a.	Annual report of the Secretary-General on the work of the Organization (in all 6 official languages)	2	Available in all languages on the United Nations home page; limited public information impact
26.33 (a) (i) d.	General Assembly press kit (annual, in English and French)	2	Available on the United Nations home page and sent to the information centres electronically for their adaptation, including into local languages
26.33 (a) (i) e.	*Image and Reality* (annual, English, French and Spanish)	2	The proliferation of question-and-answer products on the United Nations home page, which can be quickly updated and changed, provides a more efficient means of achieving the public information goal of answering basic questions and responding to misperceptions of the United Nations and its work
26.42 (a) (i) e.	List of depository libraries (one issue each year; electronic and printed)	2	Only printed version discontinued — available as web page on the Dag Hammarskjöld Library site
26.42 (a) (i) f.	Quick Users' Guide to UNBIS (electronic and printed, updated as required)	1	Only printed version discontinued — incorporated into the help text of UNBISNET
	Total	**26**	

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Proposed programme budget for the biennium 2004-2005*

Part VIII
Common support services

Section 29
Management and central support services

(Programme 24 of the medium-term plan for the period 2002-2005)**

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Part VIII
Common support services

Section 29
Management and central support services

(Programme 24 of the medium-term plan for the period 2002-2005)

Overview

29.1 The activities programmed under section 29, Management and central support services, fall under programme 24, Management and central support services, of the revised medium-term plan for the period 2002-2005.

29.2 The overall objectives of this programme are to support the intergovernmental processes of the Organization by providing effective Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs, as well as to various special conferences and meetings held under the auspices of the United Nations, and to enhance the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services.

29.3 The Department of Management at Headquarters, which provides strategic policy guidance and support to all entities of the Secretariat in the above-mentioned management areas, and the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of these activities and the achievement of the objectives of programme 24.

Table 29.1 **Summary of requirements by component and source of funds**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
A. Office of the Under-Secretary- General for Management	9 216.0	9 789.7	(736.2)	(7.5)	9 053.5	644.8	9 698.3
B. Office of Programme Planning, Budget and Accounts	25 006.8	26 328.5	263.8	1.0	26 592.3	1 751.6	28 343.9
C. Office of Human Resources Management	49 092.0	50 509.2	2 800.3	5.5	53 309.5	3 494.7	56 804.2
D. Office of Central Support Services	232 487.3	233 257.0	22 618.0	9.6	255 875.0	12 891.8	268 766.8
E. Administration, Geneva	84 890.8	92 243.1	3 693.4	4.0	95 936.5	2 523.8	98 460.3
F. Administration, Vienna	23 736.1	25 998.3	810.4	3.1	26 808.7	1 039.2	27 847.9
G. Administration, Nairobi	15 170.8	13 216.3	1 983.7	15.0	15 200.0	1 007.7	16 207.7
Total	**439 599.8**	**451 342.1**	**31 433.4**	**6.9**	**482 775.5**	**23 353.6**	**506 129.1**

(2) *Extrabudgetary*

2000-2001 expenditure	*2002-2003 estimate*	*Source of funds*	*2004-2005 estimate*
		(a) Services in support of:	
		(i) United Nations organizations:	
45 030.3	47 771.7	Support to extrabudgetary administrative structures	46 862.2
		(ii) Extrabudgetary activities:	
9 378.9	11 765.0	Support to extrabudgetary substantive activities	12 030.5
3 463.9	3 621.4	Technical cooperation reimbursement resources	3 453.1
29 540.7	46 333.0	Peacekeeping operations	52 688.6
189.2	227.2	Trust Fund for German Language Translation	315.4
		(b) Substantive activities:	
326.2	1 777.8	United Nations Fund for International Partnerships	-
980.0	1 478.1	Tax Equalization Fund	1 458.5
4.0	36.0	French Language Trust Fund	39.0
40.1	64.5	Secretariat News Trust Fund	68.0
2.0	2.9	Trust Fund for Staff Health Promotion	3.0
366.4	422.6	Common services support account	-
18 798.5	18 031.1	Telecommunications support account	23 514.2
-	56.0	(c) Operational projects	39.2
108 120.2	**131 587.3**		**140 471.7**
547 720.0	**582 929.4**		**646 600.8**

Table 29.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
Posts	223 516.0	248 312.7	6 341.8	2.5	254 654.5	13 957.4	268 611.9
Other staff costs	20 635.6	13 217.6	(12.5)	-	13 205.1	471.9	13 677.0
Consultants and experts	535.4	632.4	(239.3)	(37.8)	393.1	17.4	410.5
Travel of staff	1 635.0	1 394.2	547.6	39.2	1 941.8	86.0	2 027.8
Contractual services	29 918.9	35 830.3	5 443.6	15.1	41 273.9	2 165.1	43 439.0
General operating expenses	121 834.8	127 987.7	11 437.1	8.9	139 424.8	5 520.4	144 945.2
Hospitality	13.7	22.8	-	-	22.8	0.8	23.6
Supplies and materials	5 143.2	5 893.4	450.0	7.6	6 343.4	232.7	6 576.1
Furniture and equipment	10 898.7	7 588.6	7 357.7	96.9	14 946.3	590.9	15 537.2
Improvement of premises	33.9	-	-	-	-	-	-
Grants and contributions	25 434.6	10 462.4	107.4	1.0	10 569.8	311.0	10 880.8
Total	**439 599.8**	**451 342.1**	**31 433.4**	**6.9**	**482 775.5**	**23 353.6**	**506 129.1**

(2) *Extrabudgetary*

Object of expenditure	*2000-2001 expenditure*	*2002-2003 estimate*	*2004-2005 estimate*
Posts	65 153.6	77 936.3	81 943.1
Other staff costs	12 577.6	15 478.0	13 125.0
Consultants and experts	273.7	1 124.4	580.0
Travel of staff	389.1	1 657.1	2 154.2
Contractual services	2 367.9	5 590.7	5 682.3
General operating expenses	24 500.5	23 802.5	32 635.1
Supplies	110.5	682.1	759.8
Furniture and equipment	2 731.8	5 231.6	3 592.2
Other	15.5	84.6	-
Total	**108 120.2**	**131 587.3**	**140 471.7**
Total (1) and (2)	**547 720.0**	**582 929.4**	**646 600.8**

Table 29.3 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2002-2003	*2004-2005*	*2002-2003*	*2004-2005*	*2002-2003*	*2004-2005*	*2002-2003*	*2004-2005*
Professional and above								
USG	1	1	-	-	-	-	1	1
ASG	3	3	-	-	-	-	3	3
D-2	11	12	-	-	1	1	12	13
D-1	27	27	-	-	3	3	30	30
P-5	70	72	1	-	17	16	88	88
P-4/3	196	206	5	2	109	114	310	322
P-2/1	59	63	1	-	8	9	68	72
Subtotal	**367**	**384**	**7**	**2**	**138**	**143**	**512**	**529**
General Service								
Principal level	70	71	-	-	17	22	87	93
Other level	788	789	3	-	213	243	1 004	1 032
Subtotal	**858**	**860**	**3**	**-**	**230**	**265**	**1 091**	**1 125**
Other								
Security Service	212	212	-	-	12	12	224	224
Local level	109	120	-	-	164	153	273	273
Trades and Crafts	103	103	-	-	4	3	107	106
Subtotal	**424**	**435**	**-**	**-**	**180**	**168**	**604**	**603**
Total	**1 649**	**1 679**	**10**	**2**	**548**	**576**	**2 207**	**2 257**

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Part VIII
Common support services

Section 29A
Office of the Under-Secretary-General for Management

(Programme 24 of the medium-term plan for the period 2002-2005)**

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Section 29A
Office of the Under-Secretary-General for Management

(Programme 24 of the medium-term plan for the period 2002-2005)

Overview

29A.1 The Under-Secretary-General for Management has overall responsibility for the management of the financial, human resources and support operations of the Organization and for directing and managing the activities of the Department of Management. The Under-Secretary-General represents the Secretary-General, or ensures his/her representation, on management-related matters in connection with governing bodies, agencies in the common system and administrative advisory bodies; monitors emerging management issues throughout the Secretariat by interacting with executive committees; and is responsible for the overall supervision of the internal system for the administration of justice in the Secretariat.

29A.2 The above-mentioned responsibilities of the Under-Secretary-General for Management require substantial involvement in the coordination of work related to the various activities of the Department to ensure a well-functioning administrative system throughout the Secretariat. The Office of the Under-Secretary-General encompasses the Management Policy Office; the Oversight Support Unit; the secretariats of the Headquarters Joint Appeals Board, Joint Disciplinary Committee, Panel on Discrimination and Other Grievances and Panel of Counsel; and the Executive Office of the Department of Management. The Office of the Under-Secretary-General is responsible for the following activities: management services, including oversight support, and administration of justice. As a result of an internal reorganization of the Department of Management, treasury services and contributions assessment and processing, previously carried out under the financial management component of the programme of work of the Office, have reverted to the Office of Programme Planning, Budget and Accounts and placed under the direct responsibility of the Controller. In addition, beginning with the biennium 2004-2005, a proposal is being made to transfer the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination, along with its corresponding resources, from the Office of the Under-Secretary-General for Management to the Department of General Assembly and Conference Management. This, together with a parallel transfer of the servicing of the Sixth Committee, will strengthen the servicing of General Assembly main committees by placing such technical secretariat services all within the same department. This action would complete the process begun in 1997 whereby the other main committee secretariats were moved to the Department for General Assembly and Conference Management.

29A.3 The activities of the Office fall under programme 24, Management and central support services, of the revised medium-term plan for the period 2002-2005, in particular subprogramme 1, Management services, which covers the above-mentioned responsibilities of the Office. The specific objectives, expected accomplishments and indicators of achievement relating to specific areas of activity of the Office are set out under two major components, presented under "Programme of work".

29A.4 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $9,053,500 before recosting, reflecting a decrease of $736,200, or 7.5 per cent, against the revised appropriation for the biennium 2002-2003. The negative growth relates to the proposed transfer of the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination, as indicated in paragraph 29A.2 above, partly offset by estimated increases in requirements with respect to new and reclassified posts, travel of

staff, general operating expenses, supplies and materials and furniture and equipment. The post proposals under this section comprise two new posts (1 P-4 under "Administration of justice" and 1 General Service (Other level) in the immediate office of the Under-Secretary-General), and a reclassification of a P-4 post to the P-5 level in the Executive Office of the Department of Management.

29A.5 For the biennium 2004-2005, extrabudgetary resources are estimated at $3,405,300. These resources are derived from programme support income received as reimbursement for the services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations.

29A.6 The overall framework of the expected accomplishments and indicators of achievement of the Office of the Under-Secretary-General for Management are presented by component in table 29A.1.

Table 29A.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	3	3
B. Programme of work		
1. Management services	2	2
2. Administration of justice	1	2
Total	**6**	**7**

29A.7 The estimated percentage distribution of those resources is as shown in table 29A.2.

Table 29A.2 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	22.7	3.6
B. Programme of work		
1. Management services	26.7	7.1
2. Administration of justice	16.0	21.1
C. Programme support	34.6	68.2[a]
Total	**100.0**	**100.0**

[a] Including peacekeeping support account resources centrally administered by the Executive Office for contractual services, general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole. Rental of premises and alterations/accommodations for all departments, although centrally administered by the Executive Office, are not included here as they are reflected under section 29D, Office of Central Support Services.

Table 29A.3 Requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2000-2001 expenditure	2002-2003 appropriation	Resource growth		Total before recosting	Recosting	2004-2005 estimate
			Amount	Percentage			
A. Executive direction and management	2 683.9	3 042.7	(981.3)	(32.2)	2 061.4	160.2	2 221.6
B. Programme of work							
1. Management services	2 330.4	2 416.6	3.2	0.1	2 419.8	190.3	2 610.1
2. Administration of justice	1 365.0	1 297.8	147.1	11.3	1 444.9	88.0	1 532.9
C. Programme support	2 836.7	3 032.6	94.8	3.1	3 127.4	206.3	3 333.7
Total	**9 216.0**	**9 789.7**[a]	**(736.2)**	**(7.5)**	**9 053.5**	**644.8**	**9 698.3**

[a] Adjusted to reflect the internal reorganization of the Department of Management between sections 29A and 29B.

(2) *Extrabudgetary*

	2000-2001 expenditure	2002-2003 estimate	2004-2005 estimate
Total	**3 027.4**	**4 466.8**	**3 405.3**
Total (1) and (2)	**12 243.4**	**14 256.5**	**13 103.6**

Table 29A.4 Post requirements

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005
Professional and above								
USG	1	1	-	-	-	-	1	1
D-2	2	1	-	-	-	-	2	1
D-1	3	3	-	-	-	-	3	3
P-5	9	9	-	-	-	-	9	9
P-4/3	4	4	-	-	2	3	6	7
P-2/1	-	-	-	-	1	1	1	1
Subtotal	**19**	**18**	**-**	**-**	**3**	**4**	**22**	**22**
General Service								
Principal level	4	3	-	-	-	-	4	3
Other level	22	21	-	-	-	1	22	22
Subtotal	**26**	**24**	**-**	**-**	**-**	**1**	**26**	**25**
Total	**45**	**42**	**-**	**-**	**3**	**5**	**48**	**47**

A. Executive direction and management

Resource requirements (before recosting): $2,061,400

29A.8 The immediate office of the Under-Secretary-General for Management supports the Under-Secretary-General in directing and supervising the activities of the Department. The Office acts as a focal point for information and for the integration of all aspects of the work of the Department; advises on departmental policies and guidelines; coordinates intradepartmental activities, including any necessary follow-up; consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern; establishes administrative policies, procedures and machinery for the efficient and effective functioning of the internal justice system; and provides legal advice on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the United Nations Administrative Tribunal. While the Office has in the past provided technical services to the Fifth Committee and the Committee for Programme and Coordination, it is proposed that, starting with the biennium 2004-2005, this activity will be under the responsibility of the Department for General Assembly and Conference Management.

Table 29A.5 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective 1: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments	*Indicators of achievement*
(a) Identification of emerging issues that require attention by Member States.	(a) Increase in the number of occasions whereby Member States address issues that have been brought to their attention.
(b) Enhanced policy coherence in the management of the activities of the United Nations.	(b) Increase in the number of activities carried out in collaboration with other entities.
(c) Administrative support services are readily available and user-friendly.	(c) Increase in the availability and accessibility of support services.

Table 29A.6 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 871.0	1 867.3	12	8
Non-post	171.7	194.1	-	-
Total	**3 042.7**	**2 061.4**	**12**	**8**
Extrabudgetary	31.0	124.0	-	1

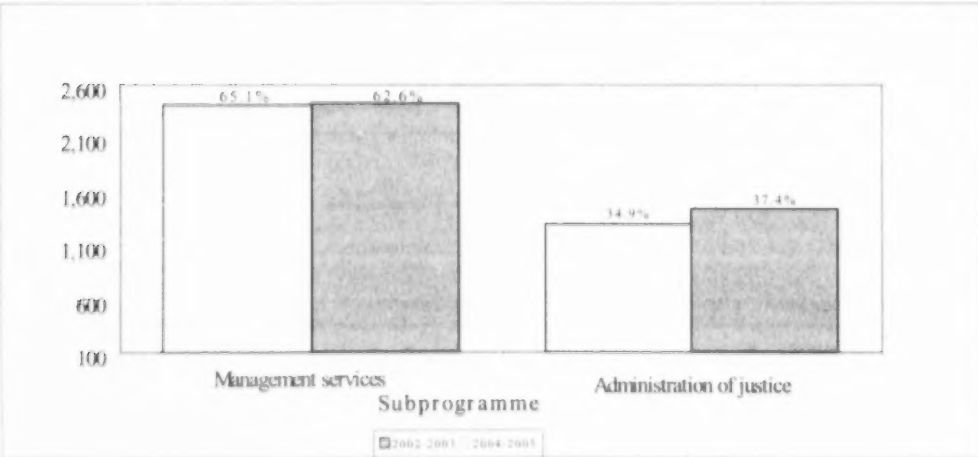
29A.9 Resources amounting to $2,061,400 will provide for eight posts, overtime, travel of staff, general operating expenses, hospitality, office supplies and office automation equipment. A decrease in post resources of $1,003,700 is the result of the proposed transfer of five posts (1 D-2, 1 P-5, 1 General Service (Principal level) and 2 General Service (Other level)) of the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination from the Office of the Under-Secretary-General for Management to the Department for General Assembly and Conference Management, partly offset by a proposal for the establishment of one new General Service (Other level) post in the immediate office of the Under-Secretary-General to provide direct support, as current provisions are insufficient to cover the core tasks required for the efficient operations of a front office. An increase of $22,400 is the result of increased requirements for travel, general operating expenses, office supplies and equipment.

B. Programme of work

Table 29A.7 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
1. Management services	2 416.6	2 419.8	9	9
2. Administration of justice	1 297.8	1 444.9	7	8
Total	**3 714.4**	**3 864.7**	**16**	**17**
Extrabudgetary	1 423.2	957.7	3	4

Regular budget resource requirements by subprogramme



1. Management services

Resource requirements (before recosting): $2,419,800

29A.10 Management services are provided by the Management Policy Office and the Oversight Support Unit.

29A.11 The Management Policy Office also supports the Under-Secretary-General and the Assistant Secretaries-General in providing integrated policy analysis and advice on all management issues, including assuring that policies in the financial, human resources, technology and common services areas are addressed. It also facilitates an integrated approach to the Secretary-General's proposals for increasing productivity, efficiency and cost-effectiveness throughout the Organization. It is expected that the attainment of these objectives will increase managerial accountability, simplify administrative processes and improve programme delivery throughout the Organization. The Office introduces best practices in management functions at all levels to enhance the Organization's capacity to monitor and evaluate management performance.

29A.12 The Oversight Support Unit facilitates interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services), follows up on their observations and recommendations and ensures that remedial actions taken by the Administration are reported promptly to the oversight bodies. The Unit also assists the Under-Secretary-General in supervising adherence to the established standards for air travel.

Table 29A.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective 1: The improvement of management and administration in the context of the Secretary-General's vision for reform.

Expected accomplishments	*Indicators of achievement*
Improved overall management performance	Level of utilization of monitoring and reporting systems *Performance measures*: The number of departments/offices that are utilizing the systems 2000-2001: not available Estimate 2002-2003: 7 Target 2004-2005: 15

Objective 2: To contribute to the effective monitoring of adherence by departments and offices to the established standards, norms and procedures of the Organization.

Expected accomplishments	*Indicators of achievement*
In respect of the oversight function, improved system for responding within given deadlines to oversight bodies on the implementation of their recommendations	Timely responses to the recommendations of oversight bodies *Performance measures*: Percentage of reports to oversight bodies issued within deadlines 2000-2001: not available Estimate 2002-2003: 100 per cent Target 2004-2005: 100 per cent

29A.13 The objectives and expected accomplishments set out in table 29A.8 are expected to be achieved on the assumption that programme managers will be supportive of the efforts of the Management Policy Office and the Oversight Support Unit and will extend their full cooperation to efforts to attain the objectives of management reform, as well to implement the recommendations of the oversight bodies.

Outputs

29A.14 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of the intergovernmental and expert bodies:

(i) Substantive servicing: substantive servicing of 4 formal meetings and 16 informal consultations of the Fifth Committee on issues related to management reform and administrative policy;

(ii) Parliamentary documentation: report to the General Assembly on progress and the impact of administrative, financial and other management improvement measures;

(b) Other substantive activities: cooperation with other organizations of the United Nations system on issues related to a common approach to financial and administrative management, including contributions to meetings of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination;

(c) Administrative support services:

(i) Provision of substantive and technical services to the in-house committees on matters related to management reform;

(ii) Full implementation and maintenance of a management performance reporting system focusing on key resource management issues and the introduction of an executive information report on management for use by the department heads in the context of the yearly review of the programme management plan with the Secretary-General;

(iii) Introduction of a system to monitor the progress and impact of management improvement within the Secretariat;

(iv) Facilitation, support and promotion of productivity improvement activities and initiatives throughout the Secretariat, including the introduction of time standards for the delivery of services;

(v) Development and support of a business continuity plan;

(vi) Development of a broad occupational network mechanism for administrative functions;

(vii) Oversight support: preparation of updated status reports on measures taken to implement the recommendations of the Board of Auditors (4); drafting of replies to management letters from the Board of Auditors (15); preparation of biannual reports on the implementation of the recommendations of the Office of Internal Oversight Services (4); and responding to requests for exceptions to the standards of accommodation for air travel (140).

Table 29A.9 **Resource requirements: management services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 305.0	2 305.0	9	9
Non-post	111.6	114.8	-	-
Total	**2 416.6**	**2 419.8**	**9**	**9**
Extrabudgetary	906.7	240.6	1	1

29A.15 Resources amounting to $2,419,800 would provide for the continuation of nine posts (7 in the Management Policy Office and 2 in the Oversight Support Unit) and the related non-post resources. A small increase of $3,200 in non-post resources relates to the requirements for office automation equipment.

2. Administration of justice

Resource requirements (before recosting): $1,444,900

29A.16 The main objective of this programme is to facilitate a just, consistent and efficient internal justice system in the Secretariat and to increase recourse to conciliation and mediation. During the biennium 2004-2005, efforts aimed at improving the informal procedures for the amicable settlement of staff grievances will continue.

29A.17 In line with these objectives, substantive and technical servicing of the Headquarters Joint Appeals Board (which also deals with appeals originating in the United Nations Development Programme, the United Nations Children's Fund and at the regional commissions and smaller United Nations offices), the Joint Disciplinary Committee and the Panel of Counsel will be strengthened. Accordingly, a new P-4 post is being proposed. Assistance will also continue to be given to processing appeals, conducting investigations, providing legal and procedural advice and conducting legal and administrative research. Legal advice will also be given to the Secretary-General on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the United Nations Administrative Tribunal and administrative decisions.

29A.18 This programme is also responsible for making recommendations for the amendment and/or promulgation of staff rules and administrative issuances, policies, procedures and machinery for the proper functioning of the internal justice system.

Table 29A.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To facilitate a just, consistent and efficient internal system of justice.

Expected accomplishments	*Indicators of achievement*
More timely disposition of cases	(i) Decrease in the average amount of time between the preparation of Joint Appeals Board reports on appeals and their final disposition and between the processing and final disposition of disciplinary cases
	Performance measures:
	Joint Appeals Board and Joint Disciplinary Committee
	2000-2001: Appeals: 2.6 years
	Disciplinary cases: 3.5 months
	Estimate 2002-2003: Appeals: 2.6 years
	Disciplinary cases: 3.5 months
	Target 2004-2005: Appeals: 2.3 years
	Disciplinary cases: 3.0 months
	(ii) Decrease in the average amount of time between the first contact by the staff member and provision of appropriate legal representation
	Performance measures:
	2000-2001: 4 weeks
	Estimate 2002-2003: 4 weeks
	Target 2004-2005: 3 weeks

External factors

29A.19 The objectives and expected accomplishments detailed in table 29A.10 above are expected to be achieved on the assumption that programme managers will be supportive of the functioning of the internal justice machinery and will extend their full cooperation in the implementation of the judicial decisions.

Outputs

29A.20 During the biennium 2004-2005, the following outputs will be delivered: administrative support services (regular budget and extrabudgetary): provision of advice to the Secretary-General on the disposition of staff grievances, appeals and disciplinary matters; substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel; training of the members of the newly established panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system; provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters; and preparation of amendments to the Staff Rules and administrative issuances concerning disciplinary proceedings, appeals and related matters.

Table 29A.11 **Resource requirements: administration of justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 168.5	1 308.3	7	8
Non-post	129.3	136.6	-	-
Total	**1 297.8**	**1 444.9**	**7**	**8**
Extrabudgetary	516.5	717.1	2	3

29A.21 The amount of $1,444,900 covers the costs of eight posts and the related non-post requirements. The increase in post resources is attributed to the establishment of a new P-4 post for a legal officer to strengthen support for the Panel of Counsel in the areas of legal advice and representation of staff members, in line with the measures for strengthening the internal system of justice. An increase of $7,300 relates to the requirements for office automation equipment.

C. Programme support

Resource requirements (before recosting): $3,127,400

29A.22 The Executive Office of the Department of Management provides central administrative services, support and advice to the units comprising the Department, namely, the Office of the Under-Secretary-General and the capital master plan project, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, in the areas of human resources, financial and general administration. It also provides administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors. The experience gained during the previous bienniums on the financial administration of the resources of the Department, including those under sections 29A, B, C and D, as well as resources in other budget sections, have indicated a need for maintaining adequate levels of expertise, which, in turn, calls for the strengthening of the capacity of the Executive Office in those areas. Accordingly, the reclassification of a P-4 post to the P-5 level in the Executive Office is being proposed.

Table 29A.12 **Resource requirements: programme support**

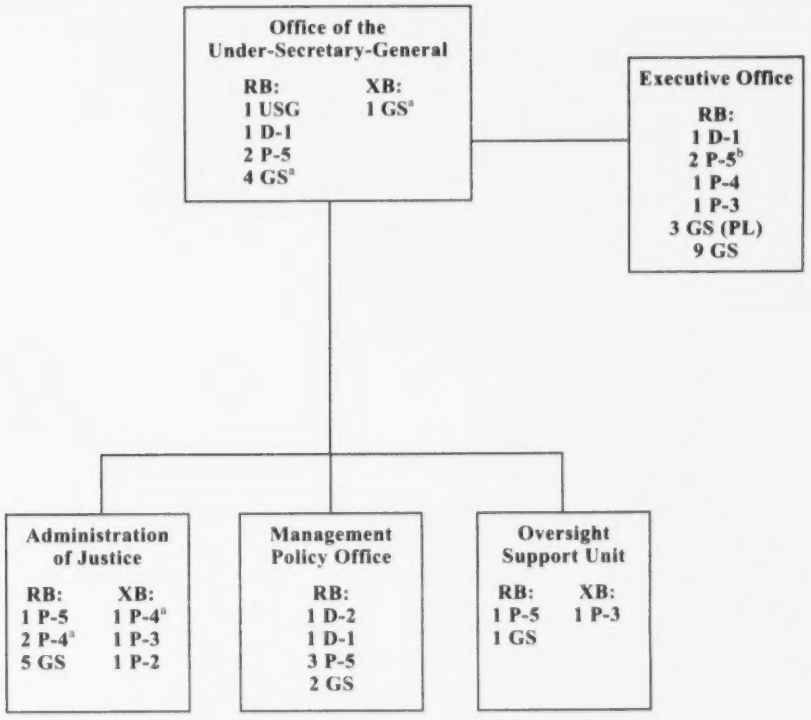
	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 965.4	3 011.1	17	17
Non-post	67.2	116.3	0	0
Total	**3 032.6**	**3 127.4**	**17**	**17**
Extrabudgetary	3 012.6[a]	2 323.6[a]	-	-

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for contractual services, general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole. Rental of premises and alterations/accommodations for all departments, although centrally administered by the Executive Office, are not included here, as they are reflected under section 29D, Office of Central Support Services.

29A.23 The resources of $3,011,100 would provide for the continuation of 17 posts and related non-post requirements. The increase of $45,700 in post resources relates to the reclassification of a P-4 post to the P-5 level for strengthening of the administration of financial resources of the Department as a whole, based on the experience gained in prior bienniums and taking into account both the volume of financial resources handled by the Department and their complexity. The increase of $49,100 in non-post resources relates to requirements for general operating expenses and office automation equipment.

Office of the Under-Secretary-General

Organizational structure and post distribution for the biennium 2004-2005



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level.

[a] Includes one new post.

[b] One post is reclassified upward from a lower level.